



Navy Strategic Diversity Initiative



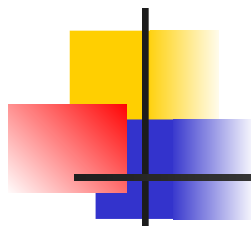
Communications Plan

[As of January 2004]



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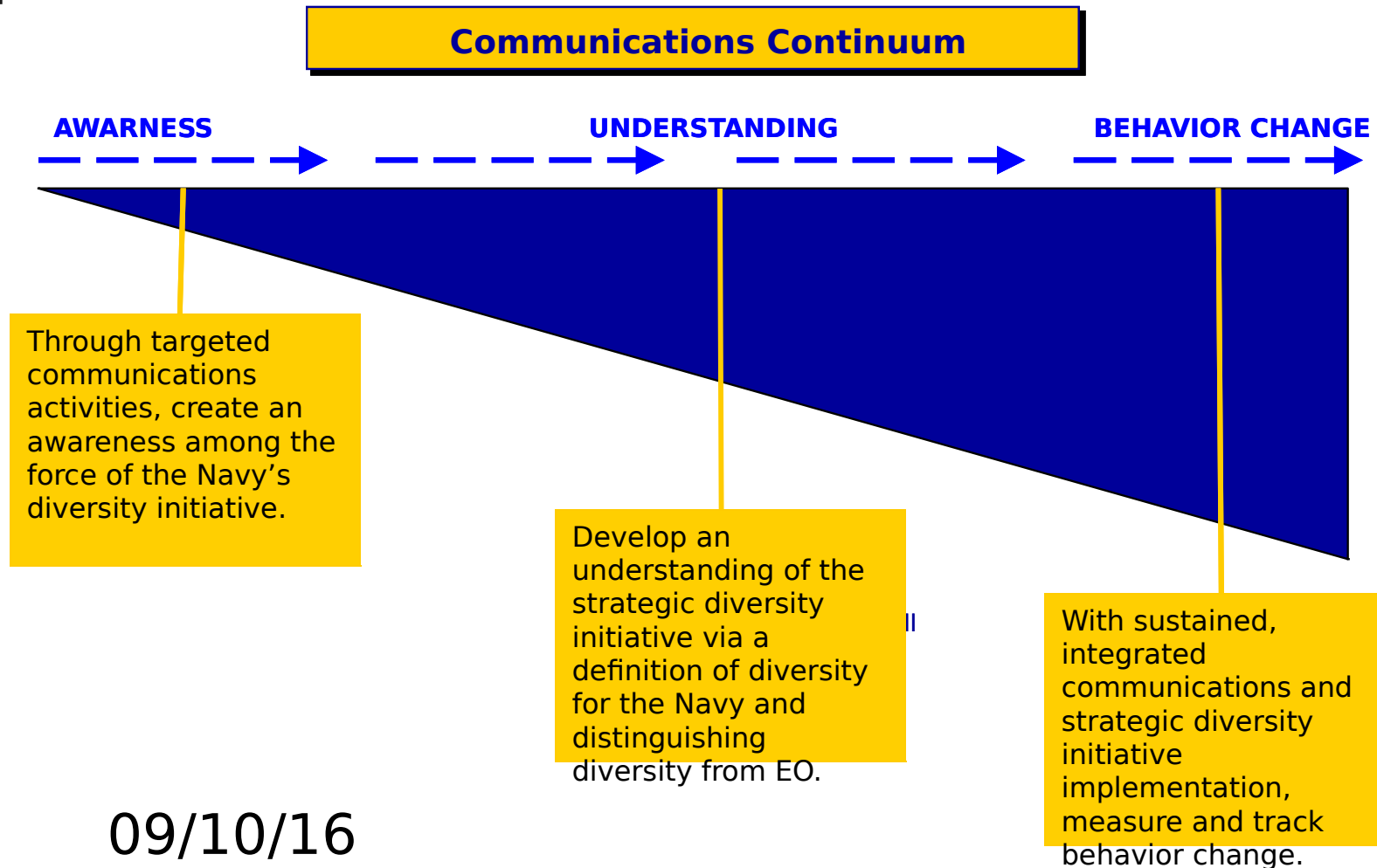
Purpose of the Plan



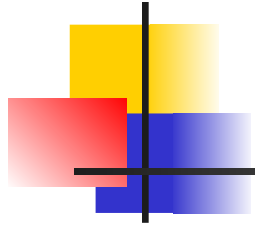
Purpose

- To define a communications plan to support the implementation of the Navy's strategic diversity goals and objectives
- The plan will define communications activities to be executed between October 2003 and October 2004
- The communication plan is designed to:
 - Define key internal and external communications audiences
 - Develop messages that are linked to key strategic diversity imperatives
 - Use a wide variety of communications vehicles/mediums to disseminate messages
 - Define, develop, and support new and/or existing communication products (e.g., Tool Kit, Website, etc.)
 - Develop communication measures of success to track and evaluate the effectiveness of communications activities in achieving desired outcomes/impacts

Diversity Communications Continuum



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Background



Diversity in the Navy

- Navy has a long history of being at the forefront of ensuring diversity within the force
- However, Navy must accelerate its progress and increase awareness to maintain diversity leadership into the 21st century
- In early 2003, the Chief of Naval Personnel endorsed the establishment of a strategic diversity initiative to create a definition of diversity for the Navy, vision and mission statements, and a strategic plan for diversity management



New Diversity Focus

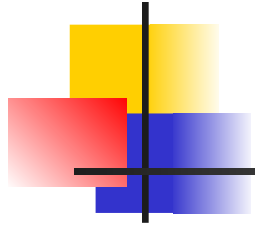
- Representatives from across Navy participated in the development of strategic diversity goals and objectives
- The cornerstone of their efforts was the development a new diversity focus
 - Diversity Definition: *Diversity is the creativity, culture, ethnicity, gender, race, religion, skills, and talents of Sailors and civilians that enhance the mission readiness of the Navy.*
 - Vision: *A Navy that continually invests in the strength of America's diversity, where every Sailor and civilian can prosper and contribute to mission readiness.*
 - Mission: *Ensure mission success in an environment that encourages and enables all Sailors and civilians to reach their personal and professional potential.*



Pillars of Diversity

- Leadership, People, Organizational Alignment, Communication
- The pillar framework is supported by a foundation of accountability, measures, and metrics



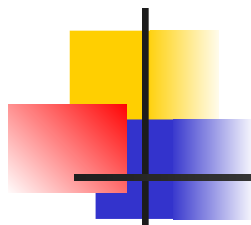


Assumptions



Assumptions of the Plan

- The plan was formulated based on the following assumptions about audiences' (Force) perceptions of diversity:
 - Navy doesn't need to improve its diversity efforts; Navy is already doing a good job of diversity management
 - A strategic plan for diversity is not needed; diversity within the force will happen “naturally” as demographics of society change
 - Diversity is only race, ethnicity, and gender
 - Diversity is just another term for affirmative employment/quotas
 - Force diversity is not linked to accomplishment of the mission and sustaining readiness



Diversity Imperatives



Diversity Imperatives

- The strategic diversity initiative began with an assessment of Navy's current diversity environment
 - Data was collected for each of the four pillars of diversity (leadership, people, organizational alignment, and communication)
 - Best practice data was gathered to benchmark Navy diversity efforts
- The assessment revealed many opportunities (i.e., imperatives) for Navy to improve its management of diversity
 - Diversity imperatives are summarized according to the four pillars
 - Imperatives will be used to focus communication messages



Diversity Imperatives – Leadership

Leadership Imperatives

- Senior leaders, the ultimate drivers of the strategic diversity direction, **lack a cohesive view** of diversity and its contribution to mission accomplishment
- Opportunities still exist to achieve greater diversity at all levels of the **Officer corps**

Communications Opportunities

- Develop communications resources and toolkits to educate leaders on diversity, and its link to mission accomplishment
- Communicate diversity composition of Officer corps; communicate strategic diversity recruiting goals and progress against goals



Diversity Imperatives - People

People Imperatives

- Women and minorities **lag in advancement** to the most senior levels of the enlisted ranks
- Opportunities exist for women to achieve greater career development and advancement via a **better balance of sea-and shore-duty** rotations
- High retention rates present an **opportunity to shape force** with right skills in the right place (Sea Warrior)
- Current diversity efforts (training, education, programs) are **primarily EO focused**, need to be expanded to include diversity

Communications Opportunities

- Communicate imperatives
- Communicate strategic goals
 - Women accession goals
 - Minority enlisted accession goals
 - Progress against goals
 - 1st person stories/features of women/minority career accomplishments



Diversity Imperatives – Organizational Alignment

OA Imperatives

- Navy organizational structure is **not designed to support diversity management**
- There is **no devoted and centralized organization** in place to manage diversity for the Navy

Communications Opportunities

- Partner with communications organizations to ensure consistent dissemination of diversity messages
- Build senior leader talking points, resources, tools to ensure consistency in diversity communications/messages
- Advertise stand-up of Diversity Directorate



Diversity Imperatives – Communications

Communications Imperatives

- Perceptions and understanding of diversity, and how it differs from EO, **varies** across the force
- Communication vehicles exist, but have not been coordinated effectively to communicate a single diversity message

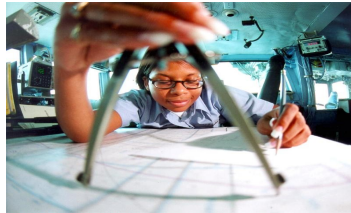
Communications Opportunities

- Communicate diversity definition, mission and vision messages to force utilizing a variety of mediums/channels

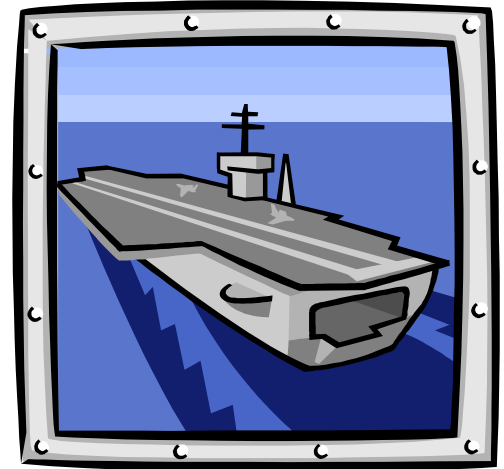
Diversity and Readiness



DIVERSITY



PEOPLE



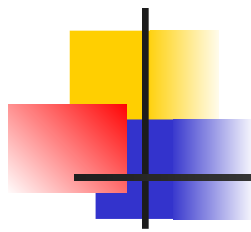
READINESS

Diversity in the Navy is about combat readiness and responding to any mission. Being able to look at operational challenges from various perspectives and accepting a broad range of opinions and cultural differences only serves to make us more agile."

- VADM Gerry Hoewing, Chief of Naval Personnel

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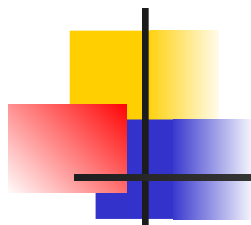


Communication and Marketing Objectives



Long-term Communication/Marketing Objectives

- Inform active, reserve, retired Sailors, families and civilian employees that Navy is committed to their personal growth and development from the moment they begin their service through every career and personal milestone, regardless of ethnic, racial, religions, education or socio-economic background
- Demonstrate continued follow through to this commitment
- Provide leadership the information, communications resources, and educations tools they need to grow, develop and empower their people to achieve the Navy's diversity vision and mission
- Communicate that Navy leadership not only values the service of the force but depends upon them for their individual talent and experience to lead in the 21st century



Key Messages and Execution Plan



Overview of Key Messages

- We are moving toward the future to create a 21st century Navy and a 21st century human resources system for that Navy ... this Navy will rely on one of our BEST asymmetric advantages ... CNO calls it the “GENIUS of our people.”
- What everyone brings in to the Navy ... based on their own experiences and education ... their PERSONAL TOOL BOX ... is what we’ll need to use against the enemy of tomorrow.



Overview of Key Messages, cont.

- We can't have the Navy of the future without a strategic focus. This strategic focus on diversity ... much more than the visual of someone's race and sex ... is about giving EVERYONE a chance to make a difference.
- While it's wonderful that we're winning the battle for people ... manning and readiness have never been better ... there is no better time than NOW to spotlight diversity.
- CNO's vision for Sailors who will lead the future Navy is to “create a SENSE FOR EVERYONE that the Navy is committed to their personal growth and development from the moment they begin naval service.”



Talking Points

- The opportunities we offer in the Navy are ... and NEED to be ... open to everyone.
- Diversity is about making us more combat capable by taking advantage of ALL our DIFFERENCES ... to help us make better decisions ... decisions that, in turn, make us more agile, more flexible and more LETHAL.
- We are proud of our COMMITMENT to diversity and feel strongly that our superb readiness today is the DIRECT result of the time and attention we have devoted to improving it.



Talking Points, cont'd

- But improvements don't mean total success ... we can ALWAYS do better ... especially when it comes to sewing diversity into the fabric of our culture. That's what we are trying to achieve ... a NEW level of awareness.
- Our framework is built around REAL action items ... like training and mentoring and communications ... to make sure we follow thru. Taking a strategic approach to this ... the first time we've ever done that.
- New definition of diversity goes beyond issues of race and gender to include skills, rating, NEC, religious affiliation, age and socio-economics...the entire package of what makes each of us unique.
- Diversity is not just about looking like America. It's about representing the BEST America has to offer.



Execution Plan

Audience	Vehicle/ Medium	Message/Purpose	Responsibility	Timeframe
Officers and Senior Enlisted leadership	Grass roots, base newspapers, plan-of-the-week, overseas radio and television	Hispanic and African American Officers must be raised from the ranks through poignant, consistent and milestone-inspiring mentoring (e.g. commissioning programs and E-1 to MCPON) from all groups of leadership regardless of background.	CNP PAO/NPC COMMS	Jan-Mar 04
Recruiters, MEPs, Officers and Senior Enlisted leadership	Recruiter Magazine, Wire-service stories, grass roots publications and overseas radio and television	Women should be encouraged to go into non-traditional ratings. The key measure of success to this endeavor is on who actually does the encouraging. Women should be able to put their trust in any mentor regardless of sex or background.	CNP PAO/NPC COMMS/CNRC PAO	Jan-Mar 04

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Execution Plan, cont.

<i>Audience</i>	<i>Vehicle/ Medium</i>	<i>Message/Purpose</i>	<i>Responsibility</i>	<i>Timeframe</i>
All	Navy Times, wire services, NewsStand, grass roots publications, radio and television. Targeted media.	The real meaning of Diversity. Not interchangeable with minority. Identify a key message that will resonate among a particular demographic and utilize media that target this group. Instead of simply saturating the base newspapers and websites, target specific/known repositories of diverse groups e.g. focus a message targeting Hispanic Officers in the Society for Hispanic Engineers Newsletter, etc.	CNP PAO/NPC COMMS	Jan-Mar 04
Senior Leadership	Diversity Toolkit	Not applicable. A set of information tools and talking points to help leaders communicate on a daily basis to a broad range of audiences.	NPC COMMS	Mar-Jun 04
All	CNP Diversity website	A "one-stop" source for diversity-related information,	NPC COMMS	Mar-Jun 04

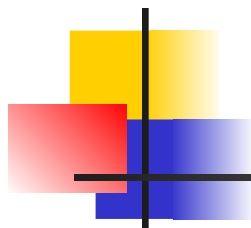
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Execution Plan, cont.

Audience	Vehicle/ Medium	Message/Purpose	Responsibility	Timeframe
All	Navy Times, wire services, NewsStand, grass roots publications, radio and television. Targeted media, website	Current diversity efforts are more proactive and broad than EO. It's about a true cultural change.	NPC COMMS/CNRC PAO	Jan-Mar 04
All	Navy Times, wire services, NewsStand, grass roots publications, radio and television. Targeted media, website	High retention rates present an opportunity to shape force with right skills in the right place as part of Sea Warrior. The time is now!	CNP PAO/NPC COMMS/CNRC PAO	Jan-Mar 04
Senior leadership (officer and enlisted)	Navy Times, wire services, NewsStand, grass roots publications, radio and television. Targeted media, website	Navy needs and will have a dedicated Diversity Directorate to manage diversity issues; follows in best practices of corporate America.	CNP PAO/NPC COMMS/CNRC PAO	Jan-Mar 04

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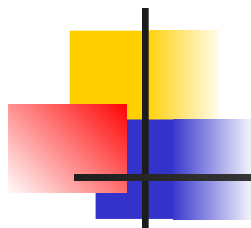


Potential Challenges



Communications Plan Challenges

- Providing hard data on manpower and accessions monthly or quarterly to the fleet to show the Navy is actually making progress in its promotion of diversity
- Meeting the challenge of routinely collecting and disseminating feedback from the fleet on the success of Navy's diversity empowerment initiative
- Communications is contingent on Navy's follow-through i.e. ensuring the communications is aligned with the outcomes produced by Sea Warrior and shaping the force
- Ensuring the consistency of diversity messages across the force



Questions and Answers



Questions and Answers

- **What is the ultimate goal of this focus on diversity?**
 - To create a sense for everyone that the Navy is committed to their personal growth and development from the moment they begin naval service; to ensure the Navy continues accessing and retaining talented Sailors based on the broad knowledge, skills, abilities and potential success. The vision supporting this goal is A Navy that continually invests in the strength of America's diversity, where where every Sailor and civilian can prosper and contribute to mission readiness.

- **What is the cultural change the Navy's diversity focus is designed to achieve?**
 - To ensure mission success in an environment that encourages and enables all Sailors and civilians to reach their personal and professional potential, the cultural change sought is to truly provide unlimited opportunity for everyone where superficial measures such as race and sex are recognized as vital parts of who we are, but we are defined by our service as Sailors and contributions to mission readiness.

- **When should this cultural change be evident?**
 - It is already evident among our work force and has improved job satisfaction levels. It needs to be shown and institutionalized early in our recruits and kept strong throughout their careers.



Questions and Answers, cont.

- **Are there indications that the Navy is not now diverse enough?**
 - Some isolated measures of our diversity indicate this is the case: minority representation in the flag officer and senior enlisted communities is relatively low compared to the more junior paygrades. However, what we look like is only one measure of our diversity. When you are favored with a workforce consisting of people who devote their lives to the service, who search for success in every career opportunity, and dedicate their hard-earned time to reaching their goals, then the Navy must constantly be vigilant to ensure opportunities are provided to everyone.
- **How is this focus on diversity different from Equal Opportunity?**
 - The focus on diversity opens our minds to how unique each individual is in the Navy, and that equal opportunity must somehow be offered to each and every Sailor and civilian. That's where the challenge comes in: to ensure our leadership is provided the tools, education and resources to help their people with individual talents, skills, and abilities attain their goals as equally as the next devoted team member.